



27th April, 2022

Stock Code BSE: 500696  
NSE: HINDUNILVR  
ISIN: INE030A01027

BSE Limited,  
Corporate Relationship Department,  
2nd Floor, New Trading Wing,  
Rotunda Building, P.J. Towers,  
Dalal Street,  
Mumbai – 400 001

National Stock Exchange of India Ltd  
Exchange Plaza, 5th Floor,  
Plot No. C/1, G Block,  
Bandra – Kurla Complex,  
Bandra (E),  
Mumbai – 400 051

Dear Sir/Madam,

**Sub: Investor Presentation for the quarter and year ended 31st March, 2022**

This is further to our letter dated 13th April, 2022, intimating a presentation to be made to Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2022 after the Board Meeting.

Pursuant to the Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2022.

Please take the above information on record.

Thanking You.

Yours faithfully,

**For Hindustan Unilever Limited**

DEVOPAM  
NARENDRA  
BAJPAI

Digitally signed by DEVOPAM  
NARENDRA BAJPAI  
Date: 2022.04.27 16:11:21  
+05'30'

**Dev Bajpai**

Executive Director, Legal & Corporate Affairs  
and Company Secretary  
DIN:00050516 / FCS No: F3354

# Hindustan Unilever Limited

MQ'22 Results : 27<sup>th</sup> April 2022



Jo rāng bachpan lautaye  
Woh rāng achhe hain



daag achhe hain





## Safe harbour statement

This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise, which are forward looking statements. These forward looking statements are based on certain expectations, assumptions, anticipated developments and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, market growth, intense competition and the pricing environment in the market, consumption level, ability to maintain and manage key customer relationship and supply chain sources and those factors which may affect our ability to implement business strategies successfully, namely changes in regulatory environments, political instability, change in international oil prices and input costs and new or changed priorities of the trade. The Company, therefore, cannot guarantee that the forward-looking statements made herein shall be realised. The Company, based on changes as stated above, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward looking statements as may be required from time to time on the basis of subsequent developments and events. The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.

# Sanjiv Mehta

Chief Executive Officer and Managing Director



Jo rāng bāchpan lautāye  
Woh rāng āchhe hain

Surf  
excel  
EASY WASH

daag achhe hain

The advertisement features a vibrant background of a green field and pink cherry blossoms. In the center is a blue and white package of Surf Excel Easy Wash detergent. The package is decorated with a colorful sunburst logo and images of children playing. The text 'Surf excel EASY WASH' is prominently displayed on the package. Above the package, the text 'Jo rāng bāchpan lautāye' and 'Woh rāng āchhe hain' is written in a stylized font. Below the package, the text 'daag achhe hain' is written next to a small sunburst logo.



Dove hair therapy breakage repair conditioner, shampoo, and nutri-lock serum.

The image shows a white plastic tray containing three bottles of Dove hair care products. From left to right: a bottle of 'Dove hair therapy breakage repair conditioner', a bottle of 'Dove hair therapy breakage repair shampoo sulphate free', and a bottle of 'Dove hair therapy breakage repair nutri-lock serum'. Each bottle has a white pump dispenser and a gold-colored cap. The background is a plain, light-colored surface.



NEW TRIXY CHEESECAKE

Blueberry Sauce  
Creamy Cheesecake\*  
Cinnamon Cookies

AB PARLOUR,  
FREEZER MEIN.

Trixy Cheesecake

The advertisement features a vibrant blue background with a white, fluffy cheesecake cake in the center. The cake is topped with a blueberry sauce and cinnamon cookies. To the right of the cake is a purple container of Trixy Cheesecake. The text 'NEW TRIXY CHEESECAKE' is written in a bold, white font. Below the cake, the text 'Blueberry Sauce', 'Creamy Cheesecake\*', and 'Cinnamon Cookies' is written. At the bottom, the text 'AB PARLOUR, FREEZER MEIN.' is written in a bold, white font. The Trixy Cheesecake logo is visible in the bottom right corner.



Hindustan Unilever Limited

## FY'22 : Solid all-round performance in a challenging environment

Turnover  
**50,336 cr.**

Turnover Growth YoY  
**11%**

Earnings Per Share

Market Share

Sustainability

**11%**

YoY Growth

**>75%**

Business winning shares

**116K** tonnes

Plastic waste collected and disposed  
**Plastic Neutral in 2021**



# We are building a stronger business



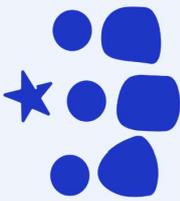
**1**

**WINNING WITH  
OUR PORTFOLIO**



**2**

**EXCELLENT  
EXECUTION**



**3**

**STRENGTHENING  
COMPETITIVENESS**



**4**

**DIGITAL  
TRANSFORMATION**



**5**

**LEADING  
SUSTAINABILITY**



# We are building a stronger business

**1**

**WINNING WITH OUR PORTFOLIO**




2

EXCELLENT EXECUTION



3

STRENGTHENING COMPETITIVENESS



4

DIGITAL TRANSFORMATION



5

LEADING SUSTAINABILITY





Hindustan Unilever Limited

Our brands are getting bigger...

₹50 Bn+



₹20 Bn+



₹10 Bn+



₹50bn

Turnover added in FY'22

₹9bn

Turnover from innovations

3

New ₹20 bn Brands



Hindustan Unilever Limited

... and stronger

## Product Superiority



## Award winning marketing campaigns



# 2X more superior products vs 2019



Won Silver award



Most awarded advertiser



3 of world's most awarded campaigns



Won 7 awards



# We are building a stronger business





# Excellent execution

## Agile and resilient supply chain



8% YoY reduction in distance travelled



Production run every 3 days for 80% SKUs



>99% of turnover produced locally

## Expanding our reach

Effective Coverage\*



1.15X

1.10X

X

Pre-COVID MQ'21 MQ'22

Assortment



1.15Y

1.10Y

Y

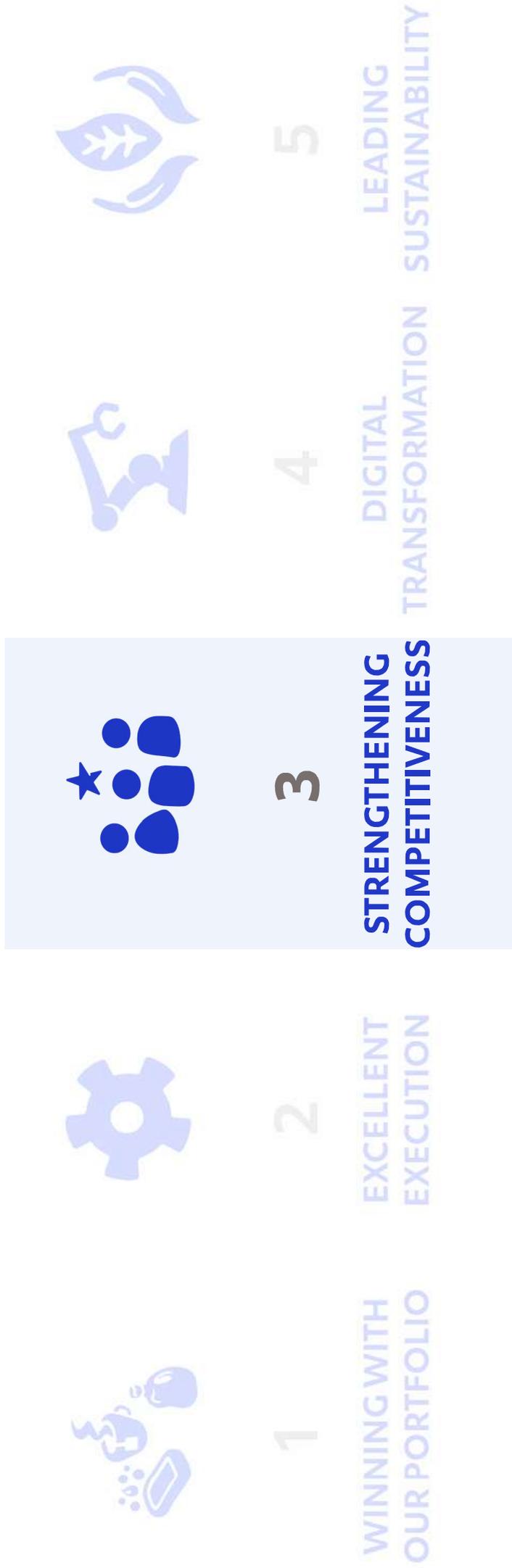
Pre-COVID MQ'21 MQ'22

## Perfect stores





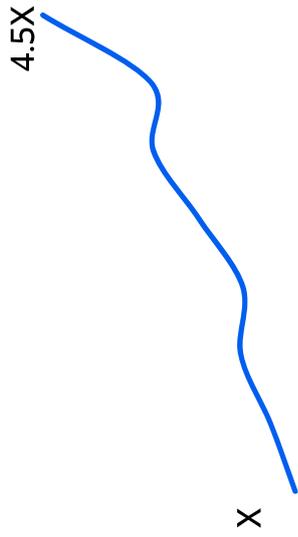
# We are building a stronger business





# Growing consumer franchise, protecting our business model

## Net Material Inflation\*



JQ'20 SQ'20 DQ'20 MQ'21 JQ'21 SQ'21 DQ'21 MQ'22

### MQ'22 vs PY

Crude	60%
Palm Oil	60%
Plastics	20%
Soda Ash	30%

## Savings

# 7%

Gross Savings % TO (FY'22)

## Premiumisation

# 2X

Premium growth vs rest of the portfolio (FY'22)

## Stepped-up Pricing

# 7%

Underlying Price Growth (FY'22)

## Investing in Brands

# >1

SOV to SOM ratio (FY'22)

# Highest market share gains

In the last decade

# Healthy EBITDA margin

24.8%

\*Net Material Inflation = Market Inflation post impacts of buying efficiencies, hedging, product design to value, etc.



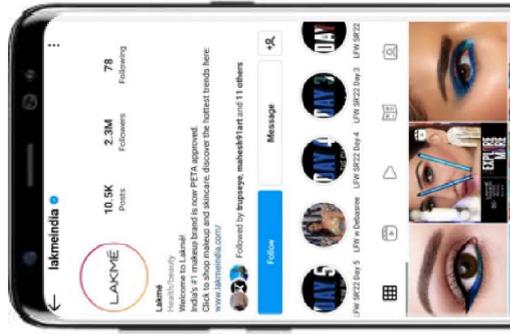
# We are building a stronger business





Hindustan Unilever Limited

# Digital-first Lakme



**Hyper-connected consumer journey**

**2.3 mn**

Instagram followers



**Building brand across multiple touch-points**

**+160 mn**

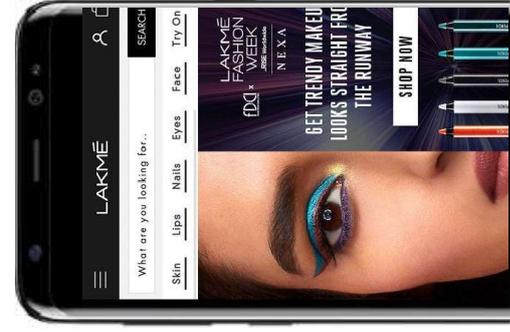
LFW impressions



**Superior consumer experience led by technology**

**+2 mn**

Beauty tech triers



**Scaling content and commerce**

**30%**

Online sales



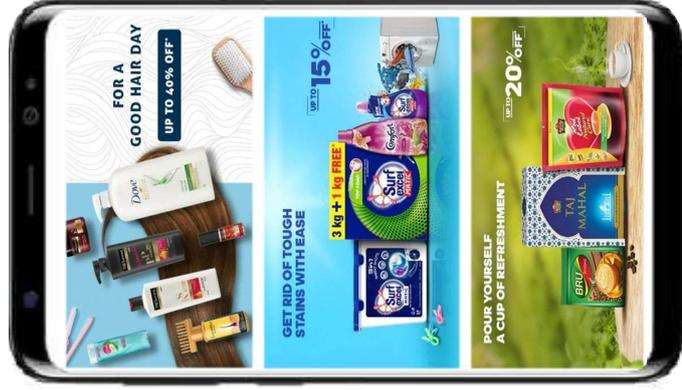
Hindustan Unilever Limited

# Digitised demand capture now >20%

>800K Shikhar outlets



Accelerating eCommerce



Direct to Consumer





# Digital operations

**India's 1<sup>st</sup> FMCG Lighthouse  
Factory (World Economic Forum)**



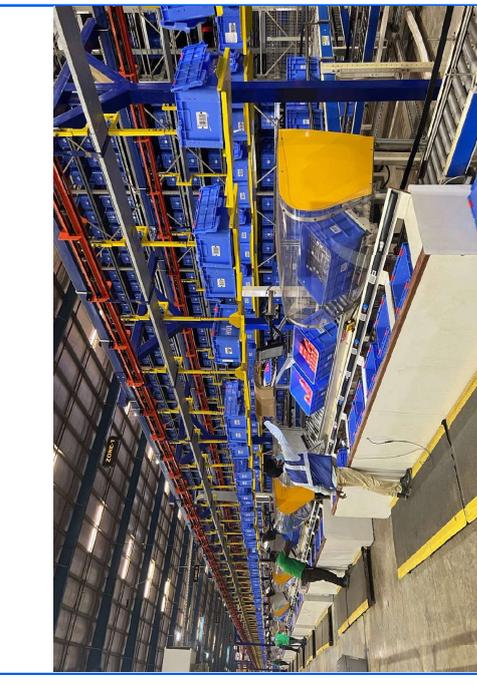
**HUL's Dapada Home Care  
Factory**

**Nano Factories:  
Supply chain for smalls**



**3 Nano factories –  
manufacturing +100 SKUs**

**Samadhan : Automated  
Warehouse**



**Advanced fulfilment centre  
for N+1 delivery**



# We are building a stronger business



1

WINNING WITH  
OUR PORTFOLIO



2

EXCELLENT  
EXECUTION



3

STRENGTHENING  
COMPETITIVENESS



4

DIGITAL  
TRANSFORMATION



5

LEADING  
SUSTAINABILITY



Hindustan Unilever Limited

## Responsible growth : Doing well by doing good



**94%**

Reduction in CO<sub>2</sub> emissions  
(kg/ tonne of production) against 2008 baseline



**1.9** trillion litres  
in 10K villages

Cumulative water potential  
created by HUF and its partners (since 2010)



**7<sup>th</sup>**

Suvidha centre in Mumbai



**>160K**

Total Shakti entrepreneurs

# Ritesh Tiwari

## Chief Financial Officer



Jo rāng bachpan lautaye  
Woh rāng achhe hain

Surf  
excel

Surf  
excel  
EASY WASH

daag achhe hain

The advertisement features a vibrant background of a green field and pink cherry blossoms. In the center is a blue and white package of Surf Excel Easy Wash detergent. To the right, a group of colorful hands is shown, and a small logo of a colorful flower is at the bottom right.



NEW TRIXY  
CHEESECAKE

Blueberry  
Sauce

Creamy  
Cheesecake\*

Cinnamon  
Cookies

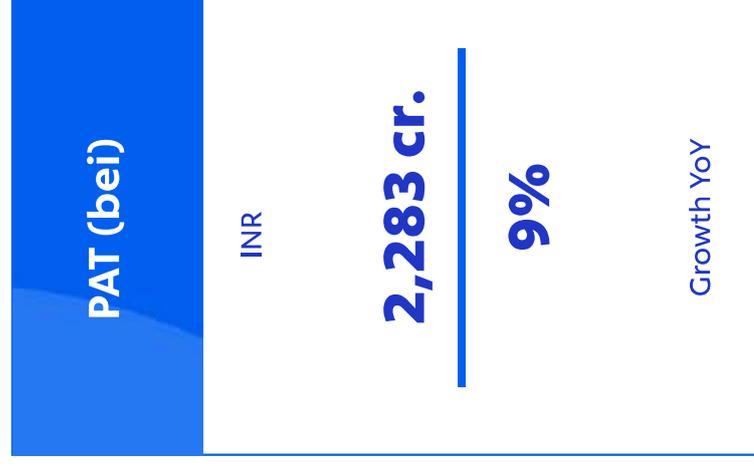
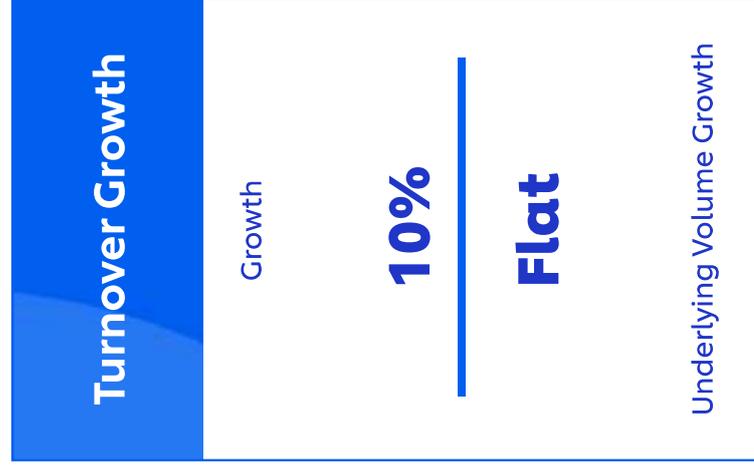
AB PARLOUR,  
FREEZER MEIN.

TRIXY  
CHEESECAKE

The advertisement shows a vibrant scene of a Trixy Cheesecake being lifted from its purple container. The cake is topped with blueberry sauce, cinnamon cookies, and a dollop of cream. The background is a bright blue sky with falling blueberries. The text 'NEW TRIXY CHEESECAKE' is in a red circle, and 'AB PARLOUR, FREEZER MEIN.' is written in a bold, yellow font.

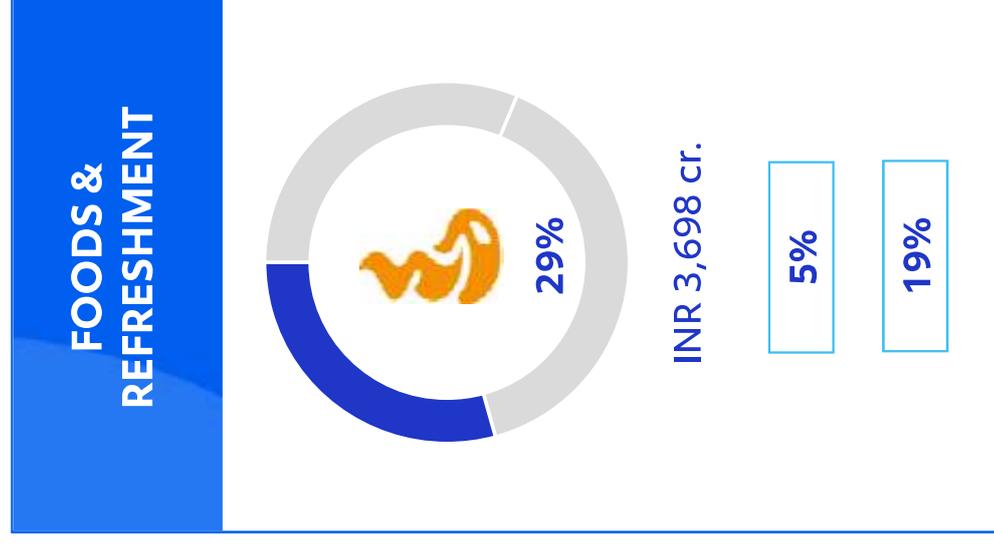
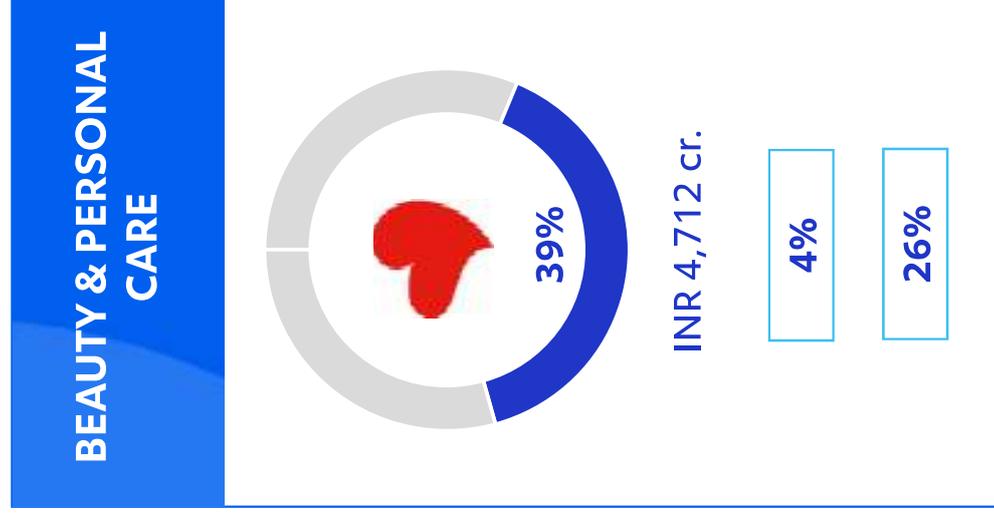
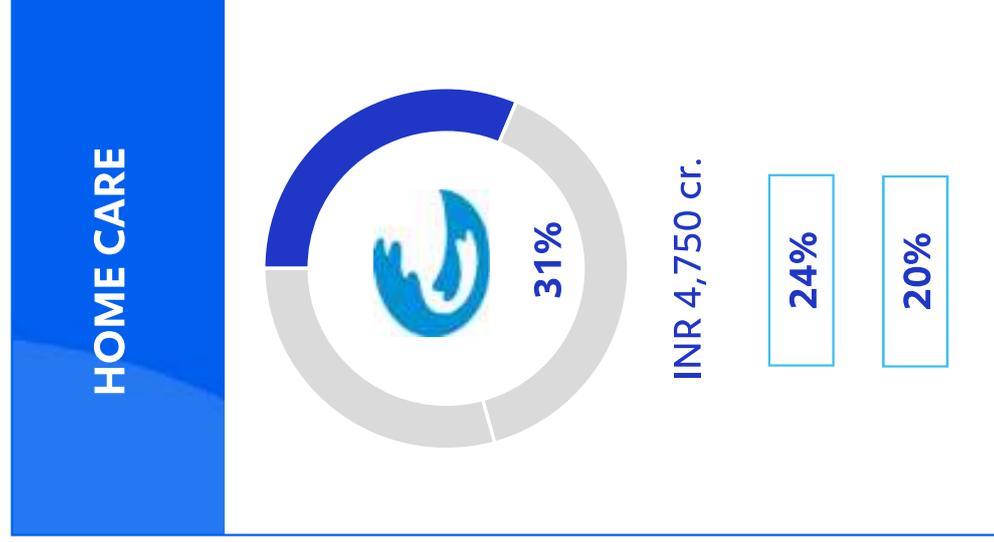


## MQ'22 : Strong close to the year





# MQ'22 : Segmental performance



Segmental Revenue Growth

Segmental Margins

Segment Revenue Growth = Segment Turnover growth + Other Operating Income, Segment Margins (EBIT) excludes exceptional items.

Sensitivity: Public





Hindustan Unilever Limited

# MQ'22 : Activations and communications

To ráng báchpán lautaye  
Woh ráng áchhe hain

Surf Excel  
Ding áchhe hain

कैल्शियम  
विटामिन सी  
आयरन

Horlicks Gold Milk  
Milk based food

रचनात्मक अनुसंधान, सर्वाधिक कुदरती, या अतिशय पोषक गुणों वाले पाउडर का उपयोग करके, दुनिया का एक भौतिक संकेत है, जिसका संकेत योजना के अंतर्गत विश्व के रूप में डिज़ाइन किया गया है।

Glow & Lovely  
IN 1 TREATMENT FOR HD GLOW

3

Horlicks  
Mother's PLUS

NO ADDED SUGAR\*  
100% VEGETARIAN DRINK

NO.1 Gynaecologist # Recommended Brand

\*sucrose. इसमें कुदरती रूप से उभरनेवाले शुगर है. # संदर्भ: गामनेकालीनरर डॉट डटक (दलई-आपन 2021)  
होलिक्स मादर्स प्लस एक भौतिक संकेत है, जिसका संकेत-देनिक आहार के हिस्से के रूप में किया जाना चाहिए.

Boost IS THE SECRET OF MY ENERGY.

WILL YOU BE MY Cornetto?

विल यू बी माय कॉनेटो?  
Frozen Dessert. To be consumed as part of a balanced diet and active lifestyle. Creative visualisation.

Lux  
100% Natural Fragrance

इसी दुकान की शिस्तों में, इसका, अतिशय सुगंध और मृदु स्वाद, लक्ष्मी के लिए, सुख और सुख के लिए है।

Dove  
Natural Pure  
100% Natural Fragrance

Comfort

14  
रिजल आजादसो



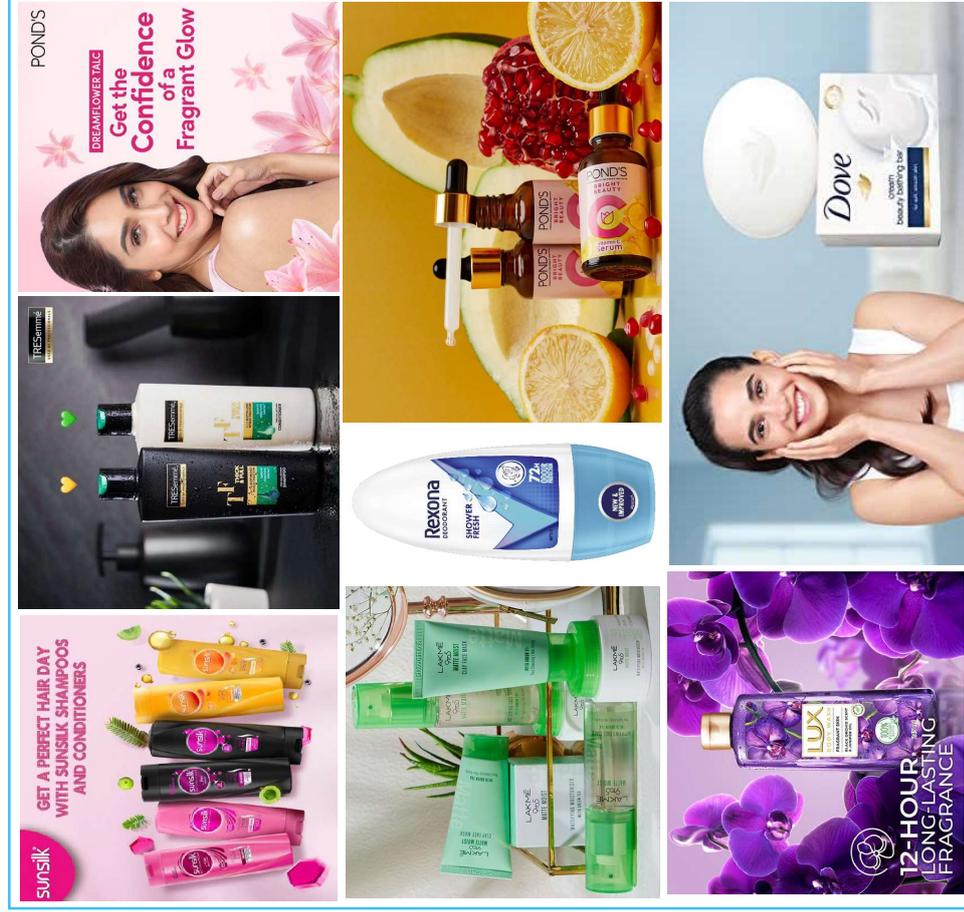
# Home Care : Stellar performance continues



- ❑ **Fabric Wash:** High double-digit growth driven by robust performance across the portfolio; volumes grew mid single-digit
  - Liquids continue to outperform led by market development actions
- ❑ **Household Care:** High double-digit growth with both dishwash and surface cleaners performing well
- ❑ Significant input cost inflation across Fabric Wash and Household Care; calibrated pricing actions continue



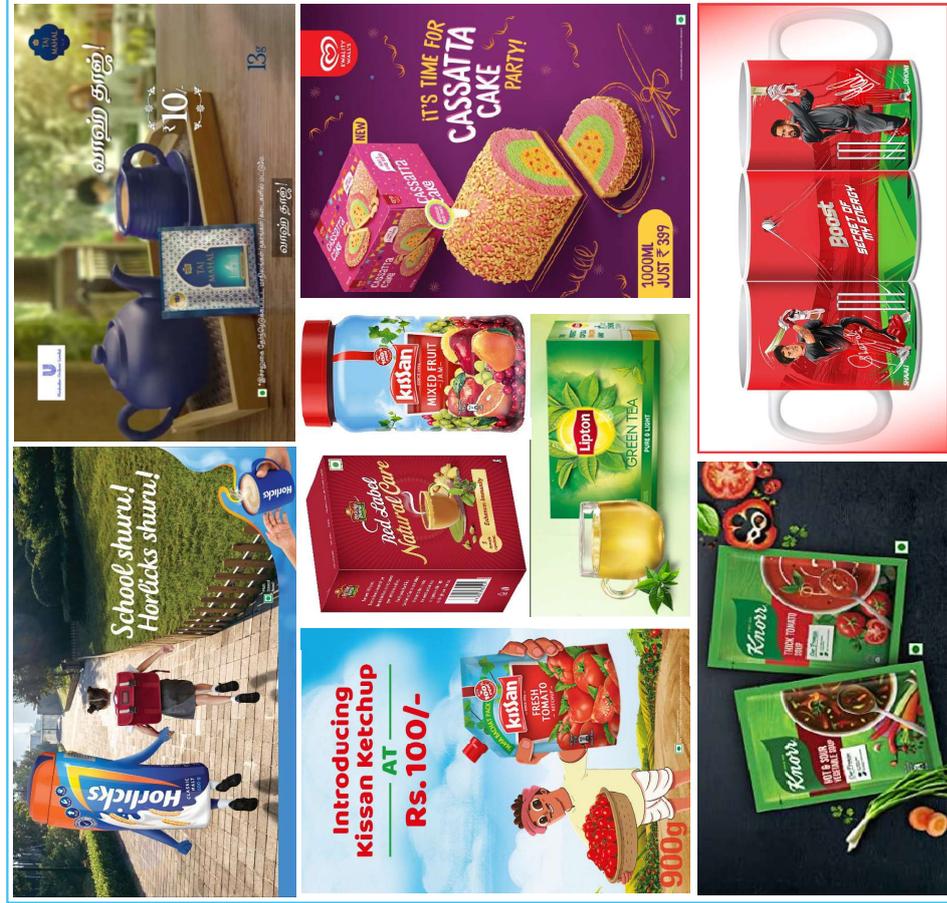
# BPC : Steady performance, growing ahead of the market



- ❑ **Skin Cleansing:** Strong quarter with double-digit growth driven by pricing. Beauty and premium soaps continue to perform well
- ❑ **Hair Care:** Strong competitive performance; all our brands continue to gain shares
- ❑ **Skin Care:** Double-digit growth in premium portfolio. Glow & Lovely and Talc impacted by market slowdown
- ❑ **Color Cosmetics:** Soft quarter impacted by COVID Wave-3 and market slowdown in discretionary categories
- ❑ **Oral Care:** Soft quarter lapping a high base comparator



# F&R : Strong performance on a high-base comparator



- ❑ **Beverages:** Tea continued its strong outperformance growing on an exceptionally high base. Coffee delivered double-digit growth
- ❑ **Health Food Drinks:** Market share and penetration gains continue on the back of focused market development actions and new communications
- ❑ **Foods:** High double-digit growth led by Ketchup, Jams and Soups
- ❑ **Ice Cream:** High double-digit growth, broad based across brands and formats. ICNow continues to gain traction with consumers
  - Exciting range of innovations launched ahead of season



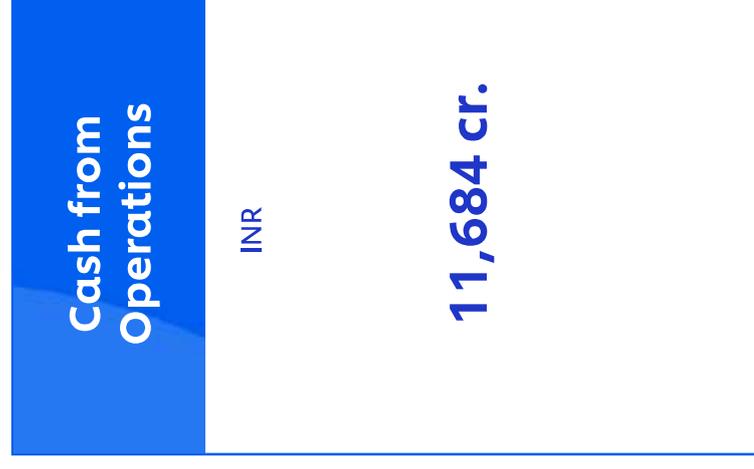
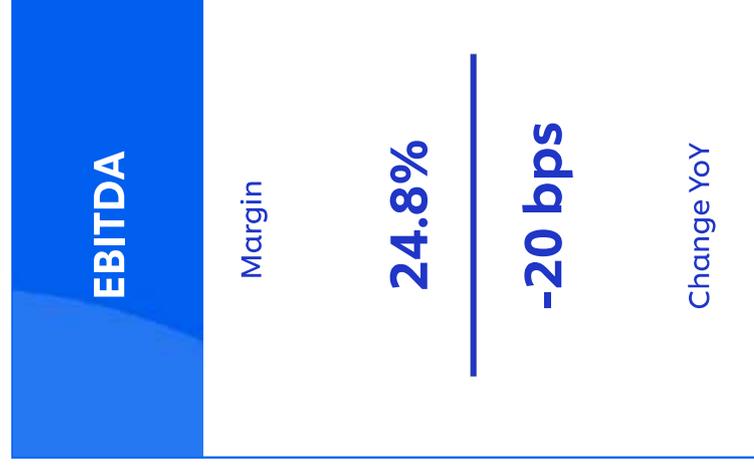
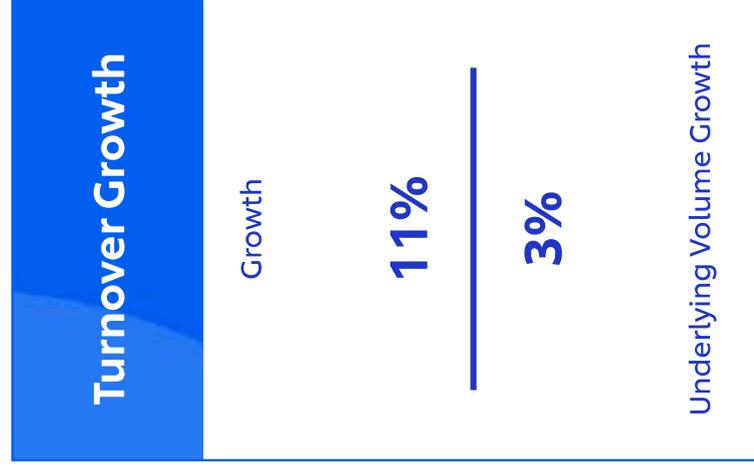
## MQ'22 : Results summary

Rs. Crores

Particulars	MQ'22	MQ'21	Growth
Sales	13,190	11,947	10%
EBITDA	3,245	2,957	10%
EBITDA Margin	24.6%	24.8%	-20 bps
Other Income (Net)	86	100	
Exceptional Items – Credit / (Charge)	58	14	
PBT	3,128	2,822	11%
Tax	801	679	
PAT bei	2,283	2,103	9%
Net Profit	2,327	2,143	9%

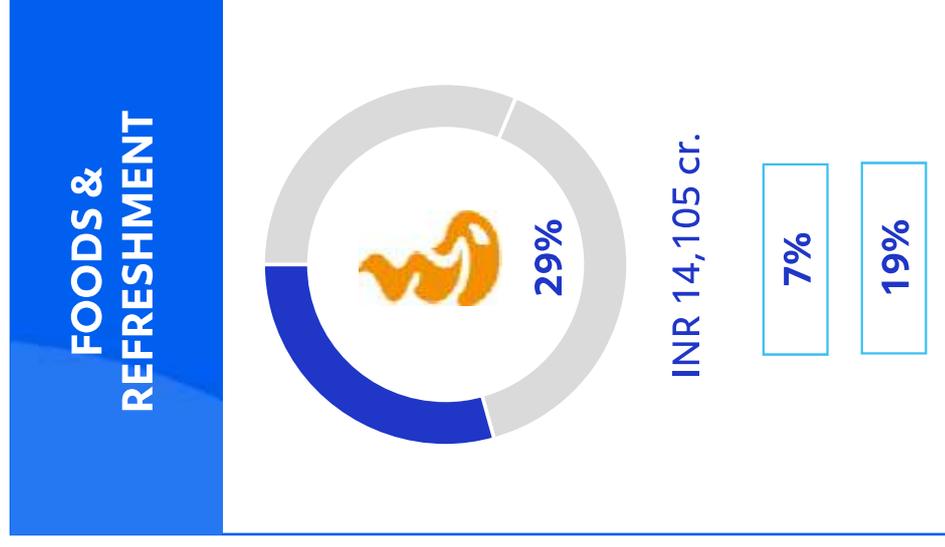
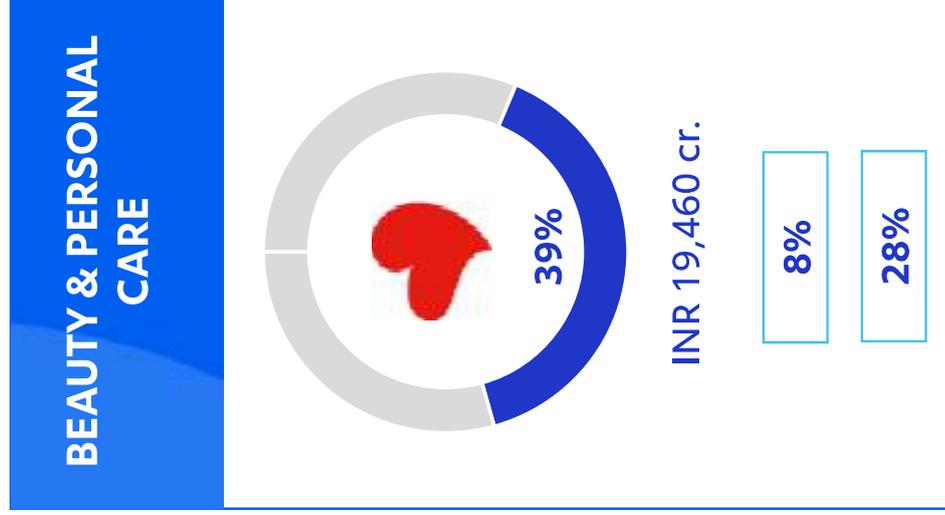
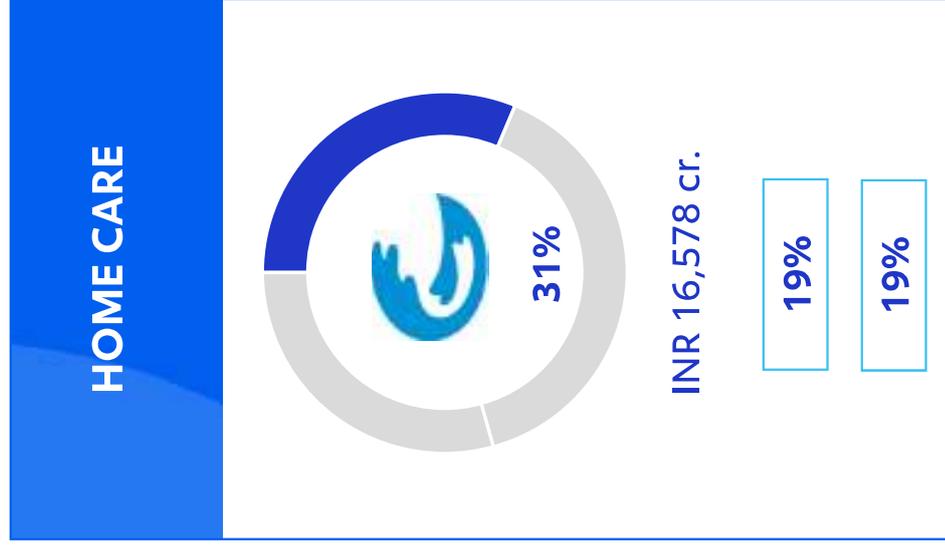


## FY'22 : Solid all-round performance





## FY'22 : Segmental performance



Segmental Revenue Growth

Segmental Margins

Segment Revenue Growth = Segment Turnover growth + Other Operating Income, Segment Margins (EBIT) excludes exceptional items.

Sensitivity: Public



## FY'22: Proposed Final Dividend

Particulars	FY'22	FY'21
Dividend per share	34	40.5
Special	-	9.5
Interim	15	14
Final*	19	17
Total Dividend (Rs. Crores)	7,989	9,516

\*Final Dividend number for FY 2021-22 is subject to approval by shareholders at the AGM

Sensitivity: Public



## In summary

- **FY'22 : Robust all-round performance in very challenging circumstances**
  - ₹50,336 cr. turnover, double digit topline growth - ahead of the market
  - EBITDA margin at 24.8% remains healthy; 11% EPS growth
- **Strengthened our market leadership position**
  - Highest market share gains in a decade
  - Comprehensive market share gains in all 3 divisions, price segments and regions
- **Strong momentum on ESG and Digital transformation**
- **Proposed final dividend ₹ 19 per share; Total dividend for the year ₹ 34 per share**

# Outlook

Sensitivity: Public

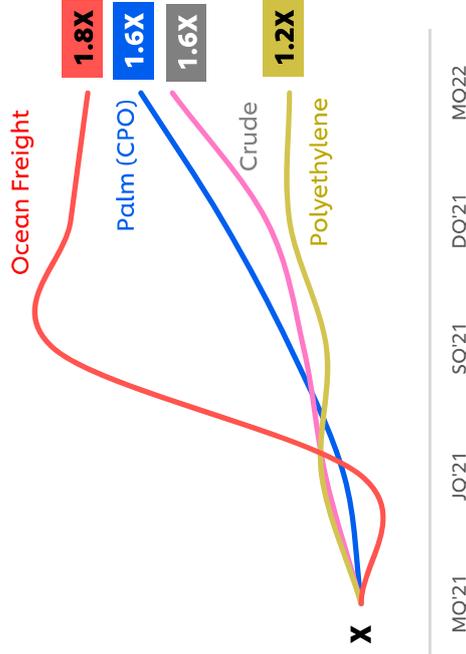


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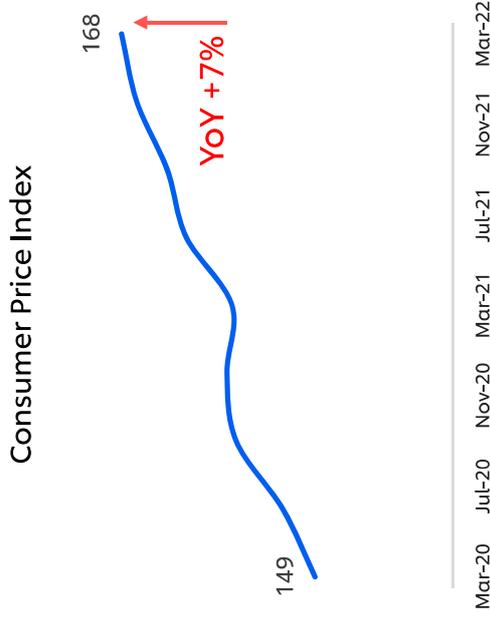


# Operating environment remains challenging

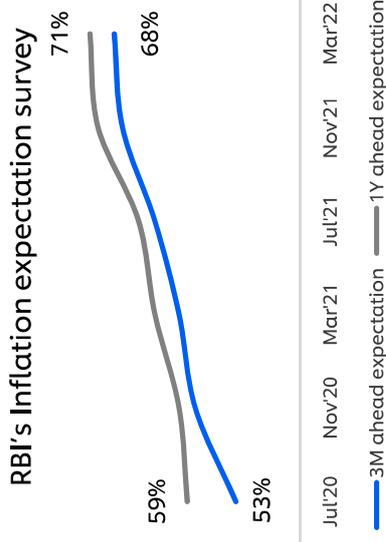
## Significant increase in input costs



## CPI above RBI's threshold



## Households anticipating higher inflation



Prioritizing essentials

Value seeking

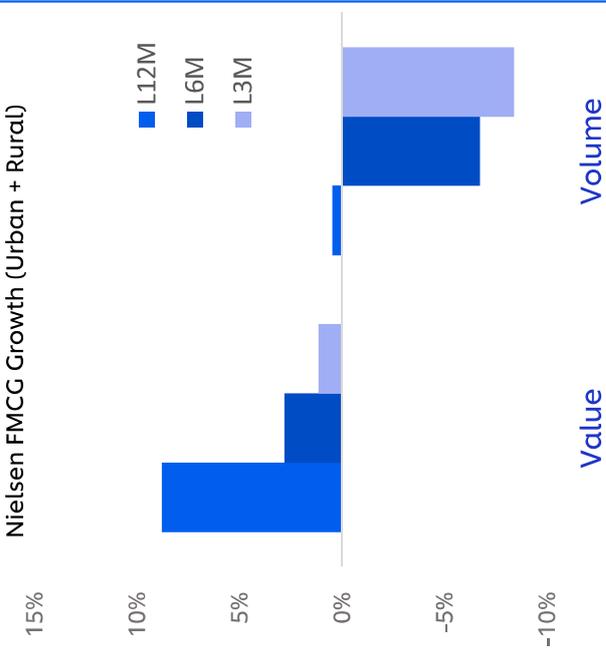
Titrating volumes

Preferring trusted brands

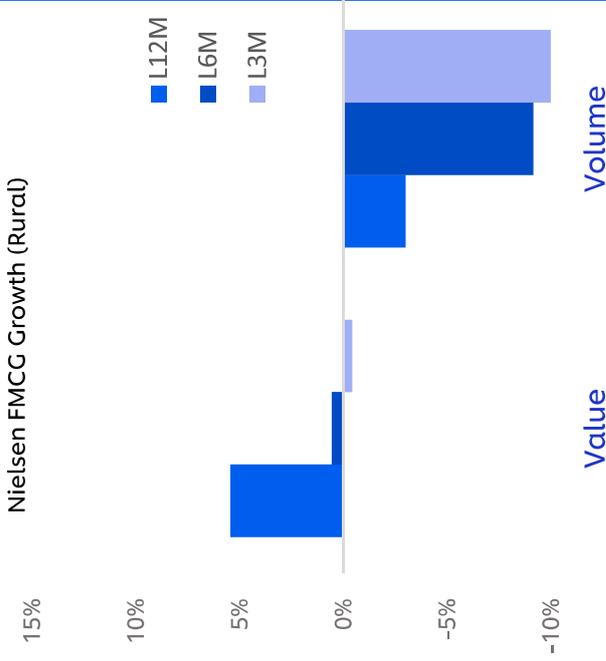


# Slowdown in FMCG market growth

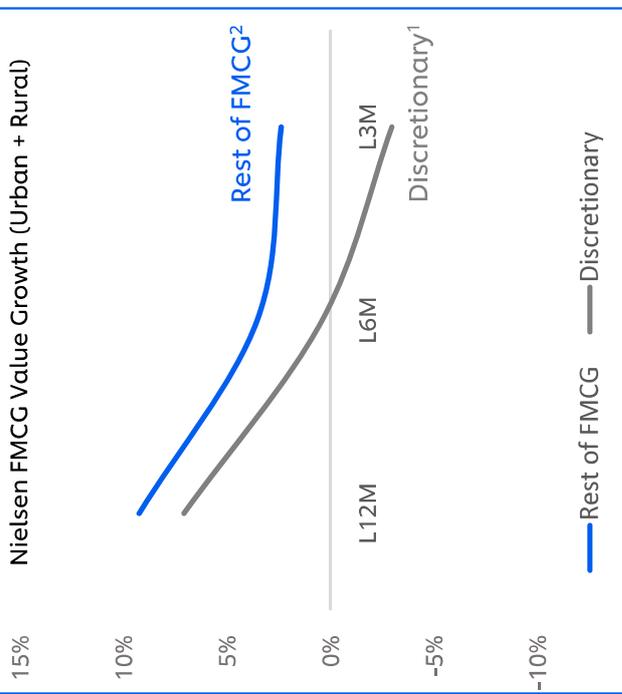
## FMCG market volumes declining, flat value growth



## Rural slowdown continues



## Discretionary categories more impacted



Market growths as per Nielsen Mar'22 update for HUL relevant categories

1. Discretionary = Skin Care, Hair Care and HFD categories
2. Rest of FMCG = HUL relevant categories – Discretionary (refer 1 above)



# Dynamic financial management

## Sequentially more inflation expected in JQ and SQ 2022



\*Net Material Inflation = Market Inflation post impacts of buying efficiencies, hedging, product design to value, etc.  
Sensitivity: Public

- **Productivity improvement**
  - Buying efficiencies
  - Sharper choice on investments
  - Sweating our assets more
  - Operating leverage
  - Design to value
  
- **Calibrated pricing actions**
  - Bridge packs
  
- **Premiumisation opportunities using WiMI principles**



## Looking ahead: Near-term

- **Challenging operating environment**
  - Inflation impacting volumes; growth predominantly to be price-led
  - Expect more inflation sequentially
    - Savings and calibrated pricing actions to continue
    - Consumer franchise to be protected and strengthened
    - Margins to decline in near-term with increasing price vs cost gap
  
- **Strength of our brands and a robust business model will hold us in good stead**
  - Consistently outperform FMCG market growth
  - Confident of margin recovery in a phased manner

**Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth**

## Looking ahead: Mid-long term

- **Indian FMCG sector continues to remain very attractive**
  - Favorable demographics and rising affluence
  - Low per capita FMCG consumption and penetration
- **Our drivers of value creation**
  - Topline growth driven by growing the core ahead of market, premiumisation and market development
  - Modest margin expansion
  - Capital discipline
- **Creating a Purpose-led, Future-fit HUL**
  - Delivering ESG Compass Commitments
  - Digital Transformation through Re-imagine HUL

**Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth**



Hindustan Unilever Limited

# For more information and updates

Visit our IR website

## Hindustan Unilever Limited

MQ'22 Results : 27<sup>th</sup> April 2022



Outstanding company of the year by CNBC



Sustainable factory of the year award by Frost & Sullivan



People first HR Excellence award



No. 1 Dream company to work for - 2021

## Awards & Felicitations